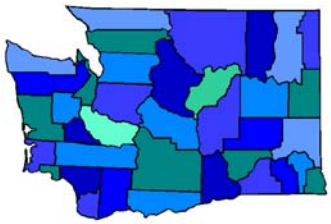

Community Partnership Forum

Building Projects that Build Communities

Recommended Best Practices

DRAFT

Developed by the
Community Partnership Forum
April 2002

Washington State
Department of Transportation

Building Projects

that Build

Communities

Recommended Best Practices

DEVELOPED BY THE
COMMUNITY PARTNERSHIP FORUM
APRIL 2002

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Introduction

The concept of "Livable Communities" or "Community Partnerships" has been strongly endorsed by the Washington State Transportation Commission as well as multiple citizen advocacy groups. In January 2000, the Commission endorsed the following policy for the Washington State Department of Transportation (WSDOT):

> ***"…provide and promote civic engagement and a sense of place through safe, sustainable choices for a variety of elements that include housing, transportation, education, cultural diversity and enrichment and recreation."***

The Commission's policy further states: Transportation will foster livable communities in transportation projects within rural and urban areas by working with its partners to:

- ***Foster multi-modal transportation systems that enhance communities***
- ***Develop collaborative transportation actions sensitive to community values***
- ***Coordinate access to funding.***

Although this policy was officially endorsed in January 2000, implementation of this policy throughout the State of Washington has not been easy. The concept of livable communities is good in theory, but can be difficult to put into practice. True community partnership projects require full participation and consensus by both the community and the WSDOT. At times, however, the interests, values, and priorities of local agencies and the WSDOT are in conflict with each other.

Examples are numerous. There may be times when a state highway essentially serves as the "main street" for a community. The state, in this situation, may be most concerned about maintaining mobility, traffic speeds, and safety on that stretch of the highway, as well as the regional issues related to each. The local community, in contrast, may be more interested in slower speeds, traffic calming devices, pedestrian access, and/or aesthetic enhancements to the downtown that will contribute to more community character.

Other projects can be less complex, but just as important to the community. The design, aesthetics, and surface street links to an HOV Direct Access freeway interchange, for example, may be key priorities to a neighborhood that is striving to maintain its sense of place and overall quality of life for its residents.

Even a railroad overpass can have substantial impacts on a community, depending on where it is located and how it intersects with other roads in a given neighborhood.

All projects with any possible impacts to the local community require a balanced and sensitive approach to planning, design, and construction. The WSDOT, the Federal Highway Administration (FHWA), and local agencies need to understand and implement collaborative approaches that allow all stakeholders to participate equally in the vision,

design, and construction of the project. At the same time, joint projects need to be implemented in a way that enables those stakeholders to achieve multiple project goals.

The key is to strive for balance. Projects must be supported by sound engineering practices, and, at the same time, incorporate the needs of the jurisdictions involved. This *Guidebook* is intended to assist project teams in achieving that balance.

You are encouraged to use this *Guidebook* as a framework to help you – whether you are a local jurisdiction or a staff member at the WSDOT – carry out your joint projects more effectively. It is not easy for staff to implement new approaches without specific techniques and strategies that are effective in enabling project teams to fully collaborate. Project teams are encouraged to use the tools described in this document to help them set the stage for long-term success, and, subsequently, to implement the planning, design, and construction of projects.

This *Guidebook*, however, is just a starting point. Real change in the way community partnership projects are developed and managed will require strong commitment and action from all individuals involved, whether they be WSDOT, or FHWA staff, elected officials, citizens, or consultants.

Long delays or skyrocketing costs are discouraging to everyone. Both the WSDOT and local jurisdictions are committed to fostering change in the way joint projects are conducted throughout Washington State. You are encouraged to use this *Guidebook* as a step in that direction.

Chapter One

Using the Community Partnership Approach

> ***If we don't change the direction we're going, we are likely to end up where we are headed.***
>
> ***Chinese proverb***

Joint projects require a mindset that is different from what you need when you're operating as "just the WSDOT" or "just the local jurisdiction". Both sides need to be thinking in terms of multiple project partners, not as a single agency. And, all parties need to think collaboration, communication, and appropriate compromise. This *Guidebook* details how all of these elements should be incorporated through every phase of joint projects.

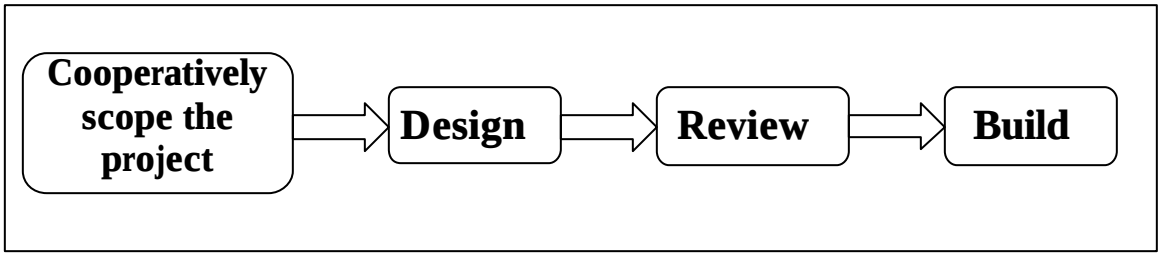
Successful project design and delivery is a two-way street. There's no "bad guy" or "good guy." Initiating a project the right way – in an atmosphere of collaboration and partnership – can go a long way toward ensuring that all parties, whether they be local, state, tribal, private, or federal, are participating in a project vision they can agree to. This collaboration is only maintained through a comprehensive communication effort that is strictly followed from project visioning through to the very end of construction.

Using the Framework of Community Partnership Design

The recommended guidelines in this book have been created within the framework of "Livable Communities Design." It is much more than just a project. In fact, it involves an entire process of working with communities that calls for strong communication, meaningful public involvement, listening, collaboration, and compromise. In other words:

> ***Simultaneously advancing the objectives of safety, mobility, enhancement of the natural environment, and preservation of community values.***

A new model for joint projects requires a new way of thinking, a new approach to projects, and a new willingness to craft innovative ways to meet both community and WSDOT priorities.



This kind of approach, which relies on early, strong communication and partnership, goes a long way toward preventing the "rework" cycle – that is, the need to go back and completely redesign the project because not all of the players have been on-board from the beginning.

This approach can be a little intimidating, as some team members may fear that they are compromising standards or safety, council or commission direction. Others may feel there has to be an "us" versus "them" on joint projects. There may even be concerns that this collaborative approach will cost more time and money, although the opposite is often true.

The WSDOT recognizes both the concepts and the practices inherent in the Context Sensitive Design (CSD) programs that have been promoted throughout the United States. The WSDOT also brings its own "Community Partnership Policies" policies forward to create new collaborative mechanisms for joint projects.

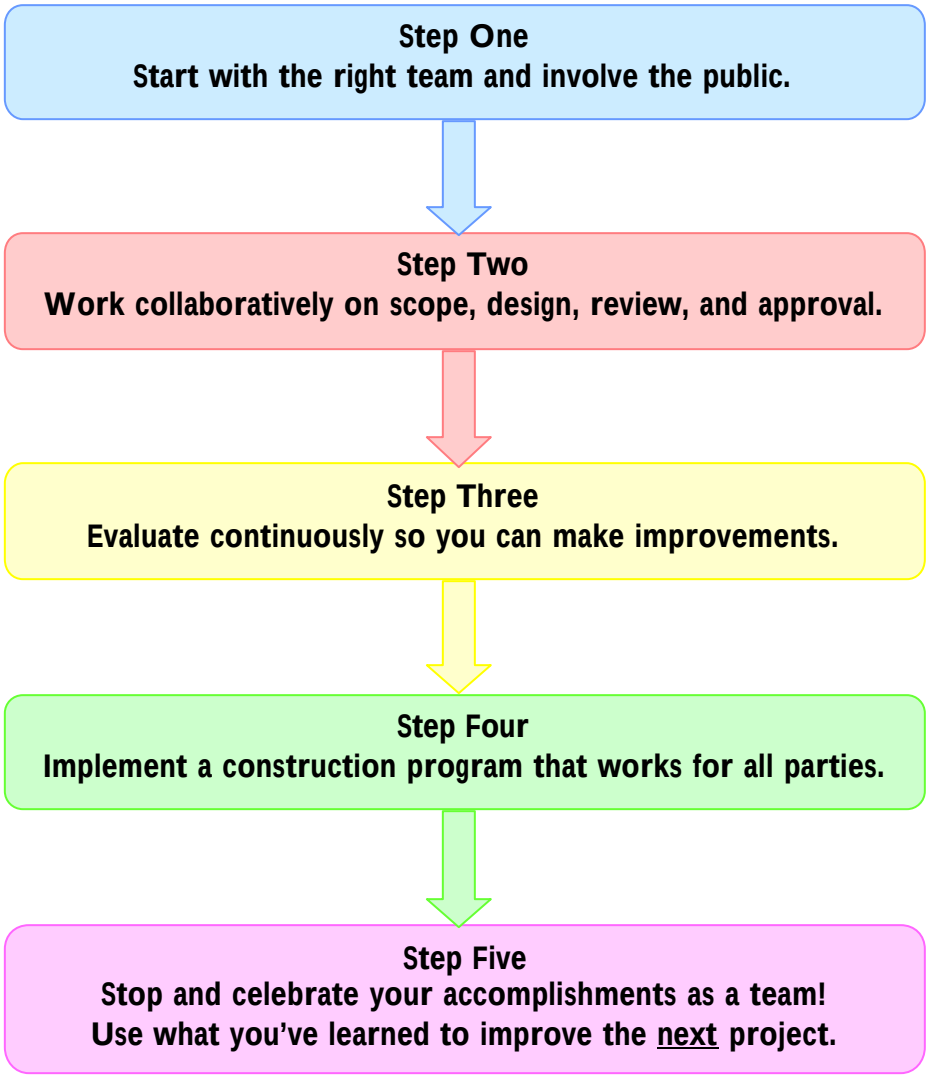
WSDOT Tools Include:

- **Community Partnership Policies**
- **Safety and Aesthetics Program**
- **Managing Project Delivery**

In addition, the WSDOT has initiated the development of a "Safety and Aesthetics" program. This program is the WSDOT's first effort towards incorporating CSD into projects, by developing frameworks to incorporate innovate design, evaluate the effectiveness of those designs, and work with local communities in the development of urban-related design manual guidelines. The WSDOT has also implemented a "Managing Project Delivery" (MPD) program, which lays out an excellent framework for project development. Combined, these three tools make a strong resource package that can be used to change the way in which joint projects are managed throughout the state of Washington.

A Schematic of Successful Project Delivery

Any joint project can be explained in five primary steps. These include:



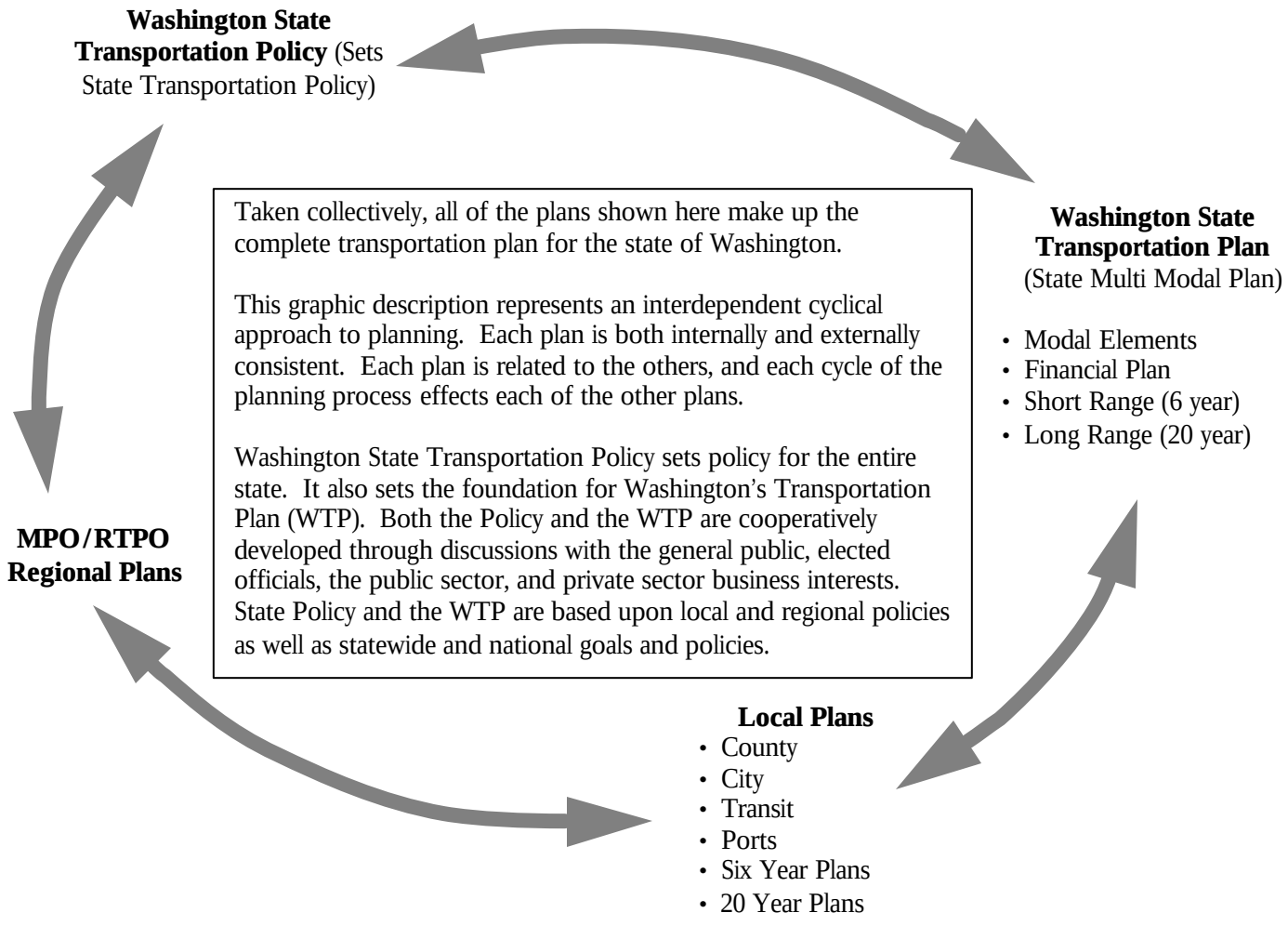
Getting Started: An Overview of Joint Projects

Transportation capacity or mobility projects in Washington State generally begin at the city or county level. As the population and economy grow and shift, transportation infrastructure also needs to be expanded to accommodate these changes. The WSDOT works closely with cities, towns, and counties as well as the Regional Transportation Planning Organizations (RTPOs) and Metropolitan Planning Organizations (MPOs) to understand the demands of growth on the state's transportation system. The Growth Management Act (GMA) in the 1990 Legislative session authorized creation of the RTPO's. They parallel a similar process that occurs in more urbanized areas of the state by MPOs, which are mandated by federal law.

Local agencies must also seek to provide infrastructure within their own jurisdictions. Washington's Transportation Plan summarizes the need for all of these components of the state's network of roads, streets, bridges, transit, rail, ferries, air and non-motorized modes of transportation. The WSDOT also prepares plans for the systems it has jurisdiction over: highways, ferries and other pieces of the network the state owns and operates. The local agencies do even more comprehensive planning for the parts of the network in their ownership. The RTPOs/MPOs describe the regional or metropolitan network made up of these components in their regional or metropolitan transportation plans.

In their comprehensive planning and land use decisions, local governments establish their vision for managing growth and the needed infrastructure to support it. These agencies establish development regulations that specify the level of service they desire for the streets, roads and highways in their vicinity. The WSDOT uses this information in developing its route or corridor plans. These plans identify the improvements or preservation projects that will be needed to support the growth of the area. This information, in turn, is compiled in the WSDOT's 20-year Highway System Plan of projected needs.

Figure 1: Transportation Plan Relationships

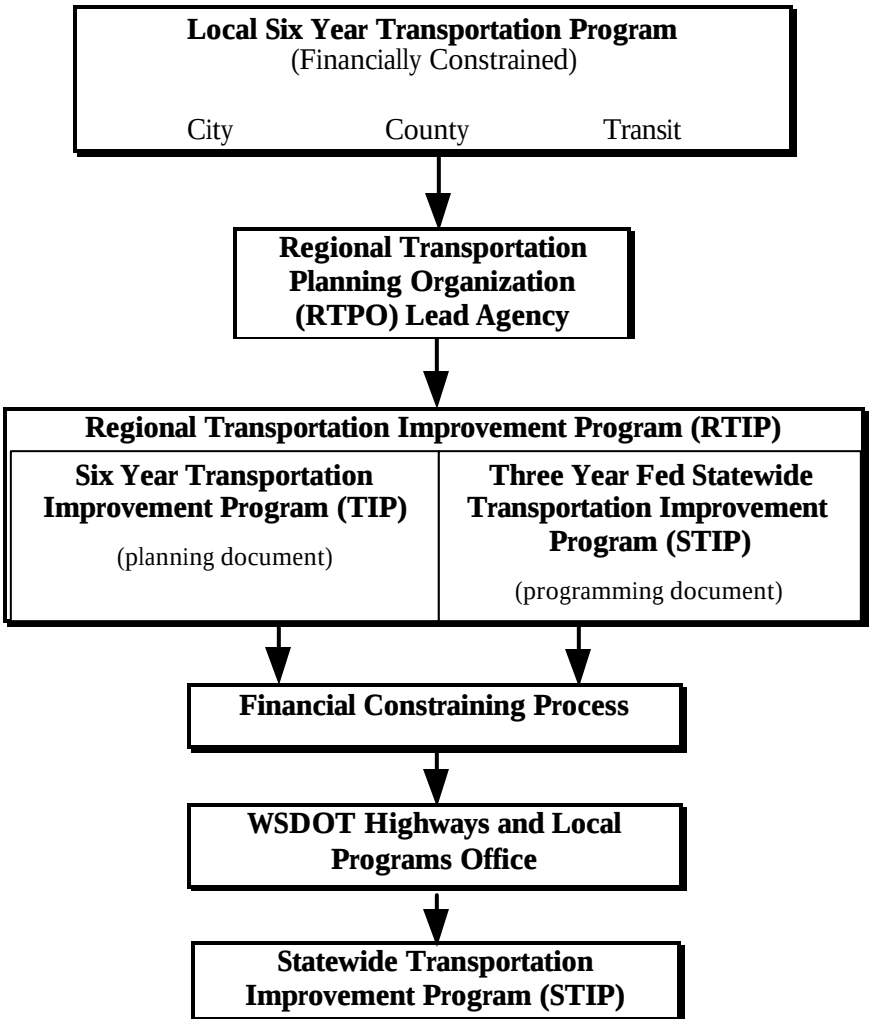


Depending on the funding available from the Legislature, the WSDOT prioritizes the most *needed* projects. This means that mobility and improvement projects on state routes, initiated by the WSDOT, compete for funding on a benefit/cost process. This ensures to taxpayers that the projects with the "highest benefit to users per dollar spent" will be built first. The projects get "scoped" to determine the appropriate design and cost, and are then funded as the financial resources become available.

GMA requires RTPOs to certify that the 6-year transportation element of comprehensive plans adopted by counties, cities and towns reflect approved transportation guidelines and principles. Both MPOs and RTPOs update regional transportation improvement programs (RTIP) at least once every two years. The updates also contain separate sections that go into the State Transportation Improvement Programs (STIP). The plans:

- Inventory existing regional transportation facilities and services
- Evaluate current facilities and services
- Forecast future travel demands
- Identify future regional transportation deficiencies

Figure 2: RTPO RTIP/STIP Development Process



There are a number of funding sources for projects initiated by local agencies. Teams involved in a Community Partnership project should note that each source of funding is accompanied by its own set of requirements. It may be a requirement to include certain project elements, or there may deadlines to expend funding by phases, and there may stipulations about the appropriate manual for design guidelines. Issues linked to the funding source should be understood by the entire project management team to enhance project communication and disclose project issues for all members of the team.

Two common governing documents in Washington State are the Local Agency Guidelines (LAG) and WSDOT's Design Manual.

If a project is planned by a community and it receives funding, it's imperative that the local agency initiate contact with the WSDOT if the project is located on a state route – or if final design will be governed by WSDOT.

If a project is planned by a community and it receives funding, it's imperative that the local agency initiate contact with the WSDOT if the project is located on a state route – or if final design will be governed by the WSDOT. (The matrix in Chapter 8 of this *Guidebook* details the review and approval process for many of these types of joint projects.) This early contact with the WSDOT will insure that the project team understands, up front, the constraints and issues that may arise as the project moves to fruition. Understanding the approval process for the different highways is critical to the success of your projects. Highways have different functional classes, access controls and federal and state requirements in their design, operations and the WSDOT's ability to make tradeoffs between competing needs. These differing variables play an important role in which jurisdictions, and projects, are ultimately approved.

Chapter Two

Setting the Stage for Success

During this phase of a project, planning and design staff from local jurisdictions are likely to be working with the WSDOT's local program staff, project development engineers and assistant state design engineers. Together, the two lead agencies of the project should:

Step One:

- **Start with the right team.**
- **Start the team off on the right foot.**

Step Two:

- **Engage the public in your project.**

If you work for the WSDOT, you will recognize the following concepts as inherent to the "Managing Project Delivery" (MPD) process that has been adopted throughout the Department. All of the strategies outlined in this *Guidebook*, in fact, are fully in line with MPD principles.

Just as in MPD, the principles outlined in this *Guidebook* should be ones that you scale up or down depending on the size and complexity of your project. A major arterial improvement project, for example, will require a larger team and a greater degree of coordination than an isolated signal installation. The idea, though, is to create a team and a working structure that incorporates the concerns, values, and ideas of all of the project's stakeholders.

How do you know what you'll need?
Not all joint projects need to take advantage of all of the team and project management principles outlined in this guidebook. To evaluate your needs:

Joint Project Type	Questions to Ask	Project Needs
Signalization of a single intersection	1. Does it have a significant impact on businesses? 2. Is human safety an issue?	If yes to either: you probably don't need a large project team, and you probably don't need a highly-structured project management plan. Do keep the community and all affected business owners informed of your plans, however.
HOV Direct Access Lanes	1. Will traffic patterns in surrounding areas be impacted? 2. Will commuters be interested in this proposed change?	If yes to either: assemble a project team of local jurisdiction and key transportation agencies (including transit). May not require an expert panel, but will require strong project management, communication, and consensus on a final alternative. You'll need to implement an effective communications strategy with your key user groups.
Downtown Revitalization	1. Are the downtown streets closely linked to a state highway? 2. Is this part of a comprehensive plan and/or a community visioning process?	If yes to either: the expert panel is highly recommended. You'll need a diverse project team, strong project management, flexibility, and a commitment to achieve consensus. The tools presented here will serve you well.
Major Corridor Improvements	1. What is the sphere of potential impact/improvement?	These are the largest, and most complex joint projects. Plan for a large project team, significant public involvement, and an intense process. You'll need all the tools this book has to offer.

Start with the right team.
This is the core element of success or failure. The right people are fundamental to a project's success. All members of the project team need to serve as the central group of project advocates; people who are firmly committed to ensuring that the project process will be managed effectively, and that the project itself will be delivered according to the highest possible standards.

The project team should be made up of representatives of the jurisdictions who are directly involved in planning for, implementing, or eventually living with the results of the identified project. For most joint projects, this means that you will include planners, designers, architects and engineers from the local community – usually a department of county or city government. The WSDOT representatives generally include project engineers, project development engineers, region traffic engineers and assistant state design engineers, planners, environmental, and other staff from the nearest the WSDOT regional office. If

federal highway dollars are involved, then a representative from FHWA may also need to be involved on the team.

Some projects include either a public or private "developer," for example, a port district, a university, or a private real estate interest. If the project impacts a tribal nation then tribal authorities should have a role to play on your project. Representatives from those entities should also be included as part of the project team.

Of course, not all projects are large enough to warrant a large project team; you'll need to make the determination of the size and appropriate composition for your team. The team shouldn't be so large that it is unwieldy to manage. On the other hand, it needs to include the full range of interests and perspectives that need to be addressed through the project. A team size of 6-10 is generally ideal.

Whatever the size of your team, all members need to be empowered to make decisions for their organizations. The team simply won't function effectively if there are varying degrees of authority represented among members. Make sure that you are assembling a group that can function as peers with each other. Of course, other organizational approvals and "check-ins" need to occur, but begin with a team of individuals who have the right amount of authority to move the project along.

Your Team Needs:

- **The right people.**
- **Empowered people.**
- **Enthusiastic project advocates.**

Sometimes an executive steering committee can be an important, and helpful, addition to the project. Members of this committee are most likely to be elected officials, agency heads, or other individuals in positions of authority. They will not meet as often as the project team and they will not delve into the nitty-gritty details of project management. What they will do is keep the project on-track politically, working with each other and other political bodies to ensure the project continues with the funding and other political support it needs to be completed. Not all projects are this complicated or highly visible, but when they are, this steering committee can be a crucial component of success.

Start the team off on the right foot.

Once your team is assembled, you need to schedule at least three meetings to create a vision and to organize your team effectively to carry out the project. The next few pages detail how these meetings should be carried out.

If the project is a large one, and especially if it involves a strong community vision as may have been outlined in a Comprehensive Plan, it can be helpful to bring in some outside expertise to initiate your project. You can use this "expert panel" to help evaluate the multitude of ideas, concepts, and "dreams" that are often generated when a community gets excited about its future.

There may be grant funding and other assistance available for this kind of visioning process, and your project team should take advantage of these sources of funds. In selecting your expert panel, you will also want to choose individuals who are unbiased, and good at encouraging discussion, so that everyone on the project team can fully participate in the visioning process. Expertise that can be helpful in setting the stage for joint projects include:

Helpful Expertise

1. **Architect or landscape architect**
2. **Transportation engineer**
3. **Community planner**
4. **Professional facilitator**

1) **An architect or landscape architect.** If the project has any association with "quality of life" characteristics in the community, it is important to engage the services of an architect, even if you only use that professional for a few meetings. Depending on the project needs, this individual may be from the project team, or a third party who can act as a "visioning moderator," allowing architects on your team to fully participate, rather than facilitate, the team discussions. It can also be helpful to engage the services of someone who has "been there before" and understands the concepts of community partnership, or CSD. These professionals can often suggest innovations that the group may not think up on its own. Especially at this early stage, the energy and experiences of an outside design professional can help set the broader framework for project success.

2) **A transportation engineer.** Similar to the architect, select an engineer who can bring broad perspective, technical knowledge, and problem solving abilities to the table. As with the architectural professional, this individual can serve as your engineering moderator, allowing the engineer members of the team to fully participate in all team discussions.

3) **A community planner.** Community planners bring the experience of translating comprehensive plan policies to project goals and objectives. They are tuned in to communities' land use and economic needs, and can translate community expectations to guidelines for project development. Planners are helpful in creating both short and long-term "visions" for the team. They can also serve as guides to address compatibility issues of the new facility. Again, the planner may be either a team member or an outside expert.

4) **A professional facilitator.** You may eventually decide that you don't need a facilitator for every meeting, and that's fine. For these three early ones, however, the investment in a neutral, outside professional will be well worth it. It will be this person's task to make sure that everyone at the table is participating fully, and that all perspectives are being heard and respected on an equal footing. This individual can also probe and facilitate the group through any areas of dissension, and will be instrumental in helping the group understand the project issues, goals, and "next steps" in the process.

Need More Help?

There are a number of resources available to help fund community visioning efforts. For more information, contact:

Community Partnership Program Office
WSDOT
(360) 705-7505
www.wsdot.wa.gov/ta/paandI/paihp.html

Meeting One: Laying it all out on the Table

Meeting One: Laying it all out on the Table

The first team meeting should have a broad agenda – this is a chance for everyone to lay out all visions, goals, issues, concerns, priorities, hassles, and heartaches. Then it's up to the team to work through these over the long term to ultimately make the project successful.

1. **What does this project need to do for us?**
2. **What will stand in our way?**
3. **What can we learn from the past?**

At this first meeting, the team will also create the big picture of how their project will be developed, from the planning phase to the construction phase. For joint projects, this partnership begins as early as possible and continues through construction.

A chart of the partnership process is presented in Figure 3. Notice that very important decisions are accomplished and documented during the planning phase. The identification of "Level-of-Service criteria" and "critical design issues" goes hand-in-hand with the documentation of project objectives and project definition.

Question One: What does this project need to do for us?

If you've assembled the right team, the answers are likely to range across the board, from goals of mobility to safety, economic vitality, bike facilities, and aesthetics. Think big at this point and remember that there are no wrong answers. Members of the entire project team should feel free to articulate their goals and visions for the project.

Hearing each other's perspectives at this first meeting will help you create a framework for "thinking outside the box" as you move ahead.

Question Two: What will stand in our way?

It's good to anticipate all possible hurdles as early as possible in the process. By identifying them up front, you can build time into the project to work through and deal with difficult issues. Here are some of the concerns that are typical to a number of projects:

- Funding: where will it come from, and how will it ultimately be obtained and coordinated?
- The WSDOT review: what will it entail, how will it be scheduled, and how will that schedule be adhered to? Who has final say so on comments?
- Consultant response and recommendation: How will any project consultants respond to comments by FHWA, the WSDOT or local agencies in ongoing work activities. How will disagreements be handled? How will changes be incorporated into plans? How will communication with consultants occur?
- Local review and approval: How can the team be assured that the local jurisdiction will respond with "one voice"? Could a team decision be overruled

by a higher political body? What can the team do to avoid these kinds of surprises?

- Document quality: what are the expectations for the quality of submittals, and does everyone understand them?

- Conflicting goals: Can we possibly incorporate all of the goals, values, and visions that have been stated for this project?

Again, work at this first meeting to make your barrier list as comprehensive as possible. The earlier you define these concerns, the better able you will be to deal with them as they come up on the project. Later on you will be refining this list and developing a schedule to effectively handle the barriers you have identified.

Question Three: What can we learn from the past?

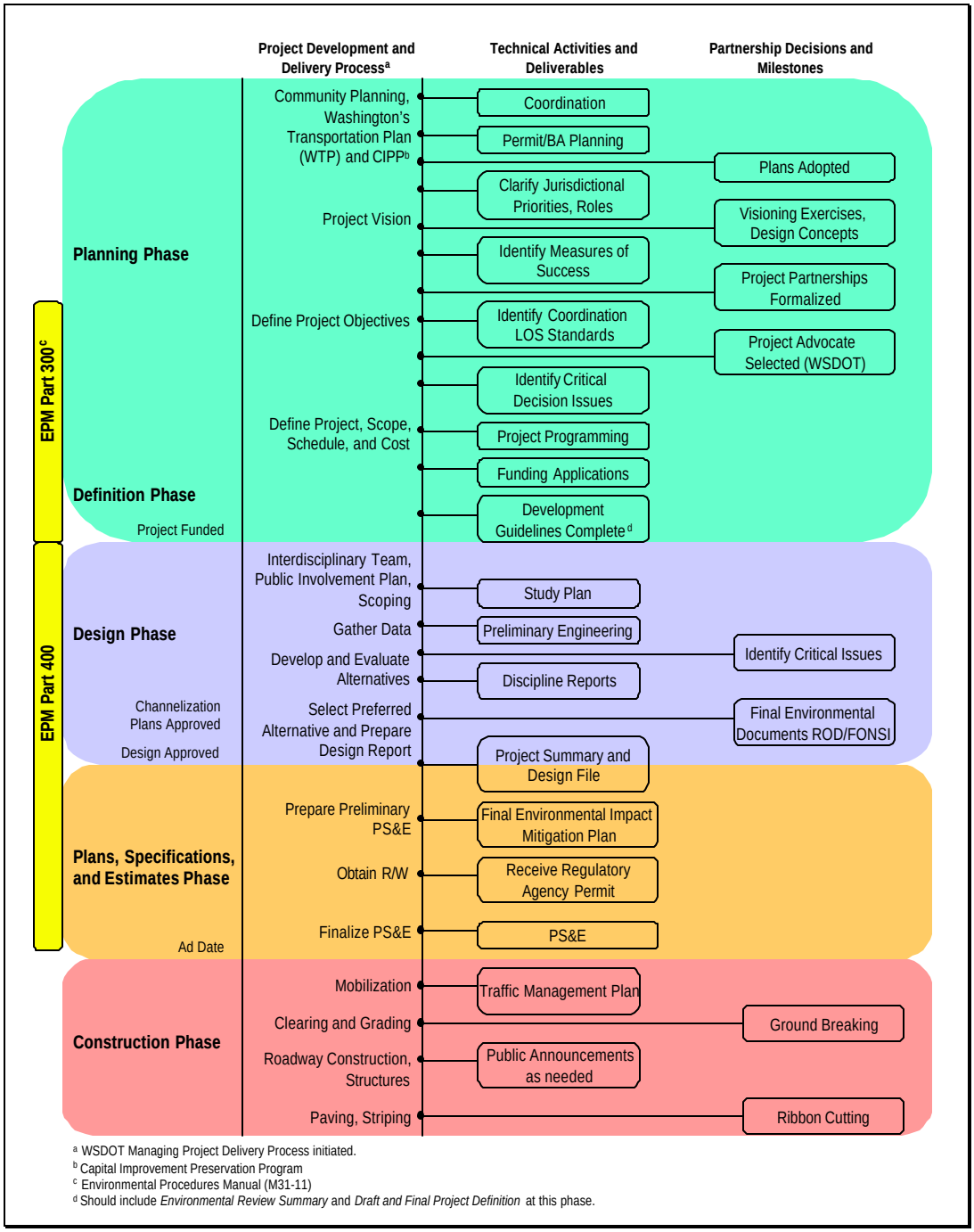
Chances are this is not the first time your community or agency has engaged in a partnership with the WSDOT or each other. Whether it was a positive or a negative experience, it is important to take the time to learn from your history.

- What has gone well between the two parties, and what hasn't worked so well?
- What successes do you hope to replicate, and what failures do you want to avoid?

Take the time to clear the air – or remind yourselves of past successful efforts – at this first meeting. Again, by identifying these issues up front you can then develop a plan of action for addressing and working through them as you proceed with your project.

At the end of this first meeting, ask the facilitator to take all of the shared information and create a schedule and plan for the group's interactions together. Obviously you will not deal with all of the issues you have outlined right away; a good facilitator can lay out a schedule, however, that will enable you to address these issues as appropriate throughout your project.

Figure 3: Project Flow Chart



Meeting Two: Refining your Project Vision

Meeting One: Laying it all out on the Table

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Meeting Two: Refining your Project Vision

1. **Competing or complementary goals?**
2. **Satisfied with project description, and what are next steps?**
3. **Key elements of team operating agreement?**

The goal of this meeting is to better define project goals and vision. If appropriate, this is a good time to feature the expert panel you have convened earlier. You should leave the meeting with a solid draft of a project description that clearly details what you are trying to achieve.

Question One: Do we have competing or complementary goals?

Between the first and second meetings, the engineer and architect should have spent some time discussing the goals and visions you outlined during your brainstorming session. While they will not come back to you with "answers," they should be able to return with a sense of how your goals might compete with, or complement, each another.

Ask your expert panel to come to this meeting with a draft "project definition" statement for your team, indicating where they believe the goals or visions may not work together, and where they can be successfully accommodated. This draft project statement should then be reviewed and revised by the team at this meeting.

This is where experience and innovation will be particularly helpful. In the past communities and the WSDOT have often believed that designs tended towards "reduced liability" rather than "increased livability." And, for some projects it may be that the two have not been compatible. However, a number of successful projects throughout the State of Washington are tributes to the notion that often compromise can be reached. These two goals, and others like them, don't necessarily have to be mutually exclusive.

Question Two: Are we satisfied with our project description, and what are our next steps?

As a team, you may be able to reach consensus on your project description at this meeting. Or, you may need more time to work through it together. Whatever the case, this is the time to determine your next steps and schedule: whether you devote more meetings to a project description or proceed with the actual project work itself.

Question Three: What are the key elements of our team operating agreement?

One of the most important tasks in these early meetings is to sign off on a team agreement that clearly defines your expectations for each other, your operating parameters, and the ways in which you will define success at the end of the project. A sample of a Team Agreement is provided in Figure 4. This is a crucial document, because you will use it to periodically evaluate your work together throughout the course of the project. It requires considerable thought. You are creating a truly meaningful agreement that will keep you on track as a group and promote accountability in your performance with each other.

- ✓ **Who's in charge?** While all members of the team need to be strong advocates for the project, a single individual should be designated as the team leader. For most major projects this will be someone from the WSDOT. (For community-initiated projects, this may be a consultant.) It is that individual's job to schedule meetings, keep the project on track, secure funding sources, and shepherd the project through the WSDOT/FHWA review and approval process. Make sure to clearly identify who has accountability for these tasks.

- ✓ **What are your operating parameters?** These are just a few examples of the parameters you will want to establish at the outset.

  - How often will you meet, where, and when?
  - Will a project team member run the meetings or will you use a facilitator?
  - How will you make decisions together – through full consensus, modified consensus, voting?
  - Which decisions will be based on team consensus, versus others that will involve collaborative problem-solving, but will ultimately be the decision of a particular agency?
  - If a project team member cannot attend a meeting, are "substitutes" allowed?

- ✓ **How will you hold yourselves accountable?** Team frustration often brews when members do not follow through on their commitments to each other. The team member with authority to move the project through a review process, for example, needs to clearly identify to the other members which documents are required for review, what the expectations are for document content and format, how long the review will take, and what it will include. How will the review be responded to by the local agency or consultants? Members who are reporting to local political bodies should make it clear when and how approvals will occur. If the schedule is going to be delayed for some reason, then that delay also needs to be clearly communicated to the team. These are just a few examples of how you might hold yourselves accountable to the full team. Take the time as a group to list out all of the ways in which you want each other to perform, in terms of communication, scheduling, and project deliverables.

- ✓ **How will you define <u>project</u> success?** Two, three, or ten years down the road – what will a "successful" project look like? You can use your project description to get a start on this, but make sure you expand, if necessary, to include all of your ideas on how the project will ultimately function and be successful – for the FHWA, the WSDOT, and the local community. This will be the yardstick you will use later on to measure your work together.

- ✓ **How will you define <u>process</u> success?** Projects may ultimately be built, but leave behind a team that has not functioned well together, along with a trail of frustration, bad feelings, and jurisdictional divides. Detail, as a team, how you will measure the success of your teamwork at regular intervals throughout the process. As you move through the project you will use this tool to periodically evaluate how you are doing, and adjust where necessary to improve your work together.

These evaluation elements should be assembled into the "team agreement" document (Figure 4), and your team should evaluate itself according to this document every six months. The purpose of this six-month evaluation is to determine, together, how well your team is working and to make any necessary adjustments to improve the work of the team. At the end of the project, another evaluation should occur: this is the time at which you will measure your overall success as a working team, as well as the overall success of the project.

Never let your good get in the way of your better.

Jack Bolen

Figure 4: Sample Team Agreement

TEAM AGREEMENT

On _____, the _____ project team agreed to the following:
(date) (name of project)

We are working together to design -- and ultimately build -- the _____ project.
(name of project)
Our project definition, including the way in which we will measure this project's successfulness, is attached to this agreement.

Our Team's Process

_____ has agreed to be our team leader for the duration of the project.
(name of team leader)

In this role, _____ will perform the following tasks:
- Schedule and notify the team of all meetings.
- Oversee the project schedule and hold team members accountable for their completion of key tasks.
- Ensure that funding sources can be obtained.
- Act as a "champion" for the project within the WSDOT, with the local community, and other funding authorities.
- Ensure that the project team has the outside resources to complete the project on time and within budget.

As a team, we have agreed to the following operating parameters:

We will meet every (week/month/quarter) throughout the duration of the project.

We will reach decisions through the following mechanisms: (voting, consensus, modified full consensus)

We will be accountable to each other by performing all tasks accurately and on time, realizing that other team members are depending on our performance in order to make the project successful. We agree that we will develop project elements based on the standards and guidelines the team has identified.

We will communicate openly about all aspects of the project, understanding where we have disagreements and working to find mutually-acceptable solutions to those agreements. We agree to act as a team in a spirit of collaboration, and with active and open listening.

We will provide for both timely and accurate submittals, and reviews of all work associated with the project in order to ensure that the project can move forward in a reasonable and cost-effective timeframe. When we cannot meet a submittal of review schedule, we will notify other team members of the delay and of the reasons for that delay. We will mutually decide what schedule changes are necessary.

We will document all decisions and milestones reached on the project, so that if and when those decisions are reviewed by other divisions of the involved agencies, there is consistency in terms of the communications related to the project.

Our Project

We agree to the following related to our project's planning, design, and construction requirements:

We will not deem the project "successful" until we have met all of the goals and objectives outlined in our project description.

We will seek to actively engage the public throughout the project, so that we are aware of, and incorporating, community values, goals, and priorities. We will also clearly communicate how public feedback has influenced project decisions.

We will work collaboratively to ensure that the project is designed and constructed within the specified budget and timeframe.

Figure 5: Sample Project Description

PROJECT DESCRIPTION

The problem we are trying to solve:

The City of Ecotopia, population 30,000, sits on the edge of Puget Sound. State Route 775 crosses through the city and connects with a Washington State Ferry Terminal. The terminal is a busy one, with 40 boat crossings per day.

The state highway effectively divides the city in two, as it traverses directly through the heart of the downtown area. It isolates the major downtown core from the city's waterfront area. There is no pedestrian access linking the downtown with the waterfront area, which includes a marina, shops, a promenade, and several art galleries. Compounding the problem is a Burlington Northern rail line, which also serves as a formidable barrier between the downtown and the waterfront area. There are no pedestrian crossings that allow for passage across the tracks; bicyclists and pedestrians need to wait at the train signal and then cross the tracks along with vehicular traffic.

The state highway and terminal waiting area are inadequate to meet the WSDOT's needs. During summer months the entire vehicular holding area quickly becomes filled, resulting in long lines of traffic backed up, and parked on, the state highway. In addition to safety concerns, this situation has resulted in a substantial increase in air pollution throughout the surrounding neighborhoods.

In its comprehensive planning process, the City of Ecotopia set as its visioning goal the notion of being a "destination city" noted for its art galleries and waterfront. An improved link to the downtown area is crucial to this vision and to the overall economic vitality of the city. Ecotopia residents are also pressing for this link, as it would improve their overall quality of life in the city.

The WSDOT also needs to improve the situation as the current holding area and resulting traffic backups are both intolerable and unsafe for motorists.

Alternatives under consideration:

The project team is considering several possible alternatives to solve this problem:

1) Move the highway corridor.

This would also require that the ferry terminal be relocated. While this is an expensive alternative, it would enable the WSDOT to construct the necessary highway and holding area improvements that would allow the corridor and the ferry terminal to function effectively. This would also free up the existing corridor for the bike and pedestrian improvements that could more effectively link the downtown core area with the city's waterfront.

2) Rehabilitate the existing highway and holding area.

This is a lower-cost alternative. It would require that the holding area be expanded significantly, and that a system of pedestrian overpasses be constructed to link the area with downtown, provide safe passage to the waterfront, and create the downtown-waterfront link that is vital for the city's long-term economic success.

3) Make a series of local improvements.

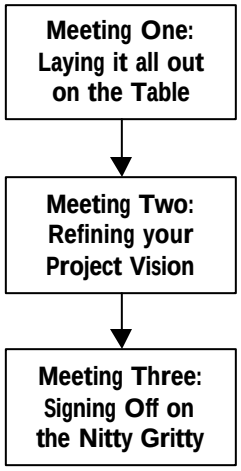
The City of Ecotopia could modify operational characteristics or close some existing roadways and construct other improvements that could also work to alleviate congestion in the area.

How project success will be defined:

The Ecotopia terminal-corridor alignment project will only be deemed successful if the following project goals are achieved:

- Provide sufficient capacity for the ferry terminal and state highway, so that vehicular growth can be accommodated through 2050.
- Provide for the safety of motorists who are both traveling to, and waiting at, the ferry terminal, including appropriate lane designations, crossing aids, and services.
- Decrease current levels of carbon monoxide to levels that are safe for the health and well-being of Ecotopia's residents.
- Provide for an effective, economically-viable link between the downtown core and the city's waterfront including safe pedestrian and bicycle access across the highway corridor and the railroad tracks, pleasing landscaping that effectively draws the visitor between both of these areas, and signage and other aids that enable the visitor to readily navigate between both areas of the city.

Meeting Three: Signing Off on the Nitty Gritty



Between meeting two and three, ask the facilitator to draft your team agreement and get it out to everyone for review. At this third meeting, it should be in its final form, and ready to be signed by all of the project team members. It may sound corny, but it's worthwhile to actually have everyone on the team present at the table to sign the document together, and to be serious about what you are signing.

At this third meeting, you should also prepare the *Project Decision Guidelines.* Or, if you are not there yet, you need to schedule the time necessary to prepare guidelines that are acceptable to the full team. These guidelines will accompany all review and approval documents throughout the design and environmental documentation process. A copy of the Project Development Guidelines is provided in Figure 6. It is also very beneficial to attach the accepted design concepts prepared by the project architect in meeting two.

Pay attention to who is on your team and commit yourself to being accountable to them. Chances are you are going to be working together for quite awhile.

The purpose of the *Project Decision Guidelines* is two-fold. First, they help to initiate the difficult decisions the project team must make so that the design meets the project objectives. Second, they will be used to provide the big picture, the project purpose, and overall guidance to project reviewers who may not be familiar with all the complexities of your project. Ultimately, you want to minimize the redesign cycles that delay projects.

Your project description may be ready to go, and in that case you should spend the time at this meeting detailing your next steps, project schedule, key milestones, and assigned duties to meet those milestones.

You may also decide, at this point, to say good-by to your facilitator, architect, community planner, and engineer experts. The investment will undoubtedly have been worthwhile, especially if you've selected professionals with a depth of experiences and a willingness to remain neutral.

It's true that these early meetings will take some time and money, and you may be skeptical that they are really worth the investment. They are vitally important, however, in establishing a framework for a strong project team. If you've done these meetings right, you truly will have set the stage for your team's success on the project, and will help prevent design "re-do's" down the road, which can be costly.

Need more help?

The Washington State Department of Transportation has a complete training program called "Managing Project Delivery" that is an excellent tool for establishing, and maintaining strong communication on, your project team. For more information, contact:

Project Delivery and Design Training
at (360) 705-7261
or visit www.wsdot.wa.gov/eesc/design/destrng/newdestrng.htm.

Figure 6: Project Decision Guidelines

Community Partnership Projects
Project Decision Guidelines

Project Name: _____ Job Number: _____

Project Lead (Name, Agency): _____ Phone: _____

(Title, Department): _____ E-mail: _____

WSDOT Project Lead: _____ Phone: _____

(Title, Department): _____ E-mail: _____

I. Project Background

Briefly describe how this project was initiated and the general scope of the project.

_____

_____

_____

_____

_____

II. Funding Partners

Identify Funding Partners, source and amount.

1. Partner: _____ Funding Source: _____ Amount: _____
2. Partner: _____ Funding Source: _____ Amount: _____
3. Partner: _____ Funding Source: _____ Amount: _____
4. Partner: _____ Funding Source: _____ Amount: _____

Unfunded Amount: _____

Total: _____

III. Measures of Success

Identify primary project objectives, as developed by the project partners, and identify the measures of success. Examples are: crash reduction, congestion relief, transit travel time improvements, environmental enhancements, and community development.

_____

_____

_____

_____

_____

IV. Critical Design Issues

Identify Design Guidelines and Standards for each roadway segment the WSDOT has jurisdictional control on deviations for all projects. Describe the intent of design selections.

Attach design concepts prepared by the project team's architect or team members.

V. Level of Service

Identify Level of Service Standards for each roadway segment with jurisdictional control. Describe service levels for non-motorized and transit. For example: walking distances and transit speed and reliability.

VI. Project Development Process

Identify project development process – refer to Project Partnership Type, Table X-X.

VII. Project Review

Describe major project constraints or challenges that a reviewer should recognize during the review of project elements.

Attach these Project Development Guidelines to all review documents.

Engage the Public in your Project

- **Meet commitments of adopted Plans**
- **Build stronger links with key groups**
- **Work for no surprises**
- **Make a better project**

Transportation projects with any kind of visibility or community impact are likely to capture the attention of a broad range of interested citizens. Whether they are the downtown business association, community clubs, environmental activists, trucking coalitions or bicycle advocacy organizations – your transportation project may have impacts and benefits that serve as an impetus for their involvement in your effort. These entities can make or break your projects if not actively engaged.

As a project team, you need to anticipate this interest, and develop a solid plan for engaging the public in your project. Early, frequent, and effective public involvement will allow your team to:

- **Meet the commitments of adopted Comprehensive Plans.**
  The key here is for local, regional, or even state agencies to meet short and long-term planning goals. These may include 10 – 30- year transportation, neighborhood planning, local comprehensive planning, state growth management, and maybe even environmental goals. Consistency with and respect for these goals will build trust with the public.

- **Enable both the WSDOT and local agencies to build stronger links with key public groups.**
  You're likely to be involved in long-term relationships with these groups, not only for this project but also for others in the future. There are a number of good reasons to be in touch with, and responsive to, as many interest groups as possible.

- **Work for no surprises.**
  You want to know what the issues are, and how you can resolve them, as early as possible in the process. An effective public involvement program will give you clear, early indication of how the project will ultimately be accepted and embraced by the public over the long-term.

- **Make for a better project.**
  Local communities have a lot to offer – in terms of ideas, values, creativity, and strategies for success. The public, local elected officials, and local agency staff will quickly disclose project constraints and opportunities. Listen. They can help you.

Of course, the extent and duration of your public involvement plan will depend on the size, complexity, and visibility of your project, but whatever the extent of your effort, you want to clearly understand how and when the public will be involved, and how they will ultimately influence the final project outcome.

To create your public involvement plan, your team should determine the following:

Goals for the public involvement effort. What, specifically, do you hope to achieve with your public involvement effort? Provide information? Incorporate community values? Design to meet the needs of a specific user group? It's important to be clear about these.

Key stakeholders and customers. Who is most likely to be engaged with you on this project, and what are their interests and motivations?

Level of influence. This is crucial. You need to know from the beginning how the public will influence your planning and design for the project. Where are you open to public feedback, and what is not open for public feedback?

Are you designing, for example, to meet the needs of a specific community or user group? Then you probably want them to have the "ultimate say-so" in the project's design. Is public input important, but information needs to be balanced among a number of other interests and needs? Then create a process that makes it clear you are interested in comments, but that it is only one of a number of considerations. In other words, be honest up front on how much of the project will be driven by public feedback, where the ultimate decisions will be made, and which factors will contribute to those decisions.

How you deliver your messages is also important. While you want to be honest, you also want to communicate in a way that assures the community you are committed to a long-term, productive relationship with them. Just as you are creating partnerships on your project team, you want to be creating positive partnerships with the area's residents and businesses, as well.

Public involvement strategies. How are you going to inform and involve the public in your project? What are the specific tools and techniques you will be using?

Key milestones and a timeline for action. Most projects lend themselves to key milestones, and it can be helpful to build your public involvement plan around them. Common milestones are:

- Early planning and visioning
- Discussion and narrowing of alternatives
- Final design and possible environmental impact analysis
- Communications during construction

Methods for documentation. You want to make sure you have a solid plan for documenting what the public has told you and how you have used it in that feedback in the project. This "track record" of your listening, responsiveness, and use of comments is always an important tool for maintaining public support throughout the project.

What strategies should you use?

Strategies
- **Printed materials**
- **Websites**
- **Workshops and public meetings**
- **Design charrettes**
- **Presentations to organized groups**

Printed materials. Virtually all projects benefit from fact sheets, newsletters, brochures, or other printed materials that both provide information and allow opportunities for feedback. These materials help to ensure that your overall schedule, goals, and other project information are in a handy reference spot.

Websites. These have grown more important over time. They allow for quick, easy access, and, if you design them correctly they also provide the opportunity for people to comment via email on your project.

Workshops and public meetings. These are likely to be the core of your public involvement effort – no matter how efficient we get in terms of electronic communication, face-to-face opportunities for the public to meet with the agency/consulting team are invaluable for overall project success. Workshops in an open house format, for example, allow people to have the opportunity to talk about various aspects of the project in an informal setting, ask in-depth questions, and get to know the project staff. These are particularly effective at key milestones, when you have some information to share but want public feedback before proceeding to the next steps.

Design charrettes. These are a fun and innovative way to engage the public, especially in projects where there is a significant landscape, streetscape, or other interesting design element. Design charrettes are public workshops that include community members, design professionals, and other project staff. Charrettes can take place in a single session, or be spread out among two-three workshops. The goal of the charrette process is to capture the vision, values, and ideas of the community – with designers sketching to create alternatives and ideas as fast as they can be generated by the participants. Design charrettes are a good way to build positive enthusiasm and energy for your project, and, at the same time, be responsive to the creativity of the community.

Presentations to Organized Groups. It's vitally important to "go where they are" when you have a project of any significance. Take time to attend a meeting of the Chamber of Commerce, Rotary Clubs, and other neighborhood associations. Make the effort to go where people are already gathered, rather than making them come to you for their information. You will be viewed as being responsive and accessible, and you are also likely to get valuable information.

Should you have a citizens' committee? Some projects, especially those that involve a myriad of goals and priorities, can truly benefit from a citizen advisory committee or a project task force. For example, if you are redesigning a downtown core you will probably want focused feedback from business owners, bicycle advocates, and economic vitality interests. This can be a valuable group to use for feedback at major milestones. Just as you have with the overall public involvement program, however, you need to be clear on the role of this group, their level of influence, operating ground rules, and specific tasks.

Implementation of the public involvement plan

Once your plan is in place you can put it into action. The project team should act in an oversight role in how the plan is carried out. Likewise, it is important for team members to be accessible, and visible to, the local community. A team "partnership" – public agencies working together responsibly for the good of their constituencies – is a concept that is strongly supported by the general public, and it can be a positive and powerful message to support your project overall.

Need more help?

The "Consensus Building Handbook" is a comprehensive compilation of principles and strategies for effective public involvement. Edited by Lawrence Susskind, SAGE publications, 1999.

Norton-Arnold & Company has a "Public Participation Primer" available on its website: www.na-company.com. This includes checklists for evaluating your community and preparing a public involvement plan.

The FHWA's *Innovations in Public Involvement For Transportation*, number FHWA-PD-94-021, is available by calling 800 760-NBPC, or 202 463-8405. This set of nine leaflets contains a series of practical techniques of public involvement. Each technique is explained, including its advantages and drawbacks, potential applications and special uses, utility to agencies and citizens, and resource requirements.

The Institute of Cultural Affairs in Seattle also offers training in group facilitation and public involvement. To access their website, go to:
www.ica-usa.org

Chapter Three

Working through Design, Review, and Approval

An Introduction to Collaborative Design

> ***Effective change is not something you do to people. It's something you do with them.***
>
> ***Ken Blanchard***

The most difficult part of many joint projects is often the design process. Local jurisdictions are frequently focused on the project elements that fundamentally contribute to a sense of place and overall livability in their communities. The WSDOT, on the other hand, may be focused on the setting of appropriate traffic speeds to accommodate traffic flow, as well as maximum vehicle and passenger safety levels. Sometimes it is difficult to compromise in these areas and design a project that can accommodate multiple needs.

With effective teamwork and a true commitment to accountability, however, it can be done.

If you've been using the recommended practices in this *Guidebook*, then collaboration has already been initiated through the development of a joint project team and a unified vision for the project. It is during project design that the need for compromise begins to be most apparent. All of the project's stakeholders need to be ready to LISTEN to each other's concerns and to ACCOMMODATE, wherever possible, those concerns and priorities.

There are many types of joint partnership projects. Each type of project will have its own complexities due to the type of facility, agency partnerships, and funding sources. The matrix in Chapter 8 presents the array of project partnership types, ranging from interstate to rural state highway projects. For each project there will be a specific path to follow for design and environmental documentation and approvals. The matrix also indicates briefly the process for each project type, but this process may have a number of variations and should be clearly outlined in the beginning of the project.

Table 1 shows types of trade-offs that are often presented on joint projects.

Table 1: Trade-offs for Consideration

Slower speeds/Traffic calming	**Less efficient movement of traffic / increased congestion / increased variability in vehicles speed.**
Lower speed limits	**Less speed limits that reflect current operating speeds. Reduced enforceability.**
Bulb-outs at intersections Raised medians	**Less consistent facility; less consistency with design guidelines; more obstructions on highways; increased liability; increased maintenance work; less efficient freight movement.**
Roundabouts	**Inconsistent facilities; safety and mobility; reduced emergency service speed; reduced service to pedestrians and bicyclists.**
Landscaping and aesthetic improvements	**Increased maintenance costs and worker exposure to traffic, reduced safety to motorist; less visibility to pedestrians.**
Roadside trees	**Reduced safety clear zone (speed dependent) or protection; increased severity of accidents. Increased environmental related accidents.**
More crosswalks	**Increased "false sense of security."**

The WSDOT *Design Manual* has traditionally, and necessarily, been written to provide maximum safety and mobility on major freeways and national highways. The guidelines in this manual were not initially written to accommodate the concepts inherent in livable community design. This is changing, however. The WSDOT is creating new guidelines that reflect local agency desires. The WSDOT uses a consistent proposal evaluation approach for using design criteria that do not meet the minimum recognized guidelines. Deviations to design guidelines are acceptable if an analysis of accident history/potential, benefit/cost, and other engineering evaluation supports the proposal.

> ***Live out of your imagination, not out of your history.***
>
> ***Steven Covey***

New guidelines, however, are just one piece of the puzzle. Collaborative design to achieve the multiple objectives of safety, mobility, environmental protection and livability requires a different mindset on the part of all project team members. If you find yourself on a project team that is managing a project with these kinds of multiple objectives you need to be prepared to:

- **Think outside of your accustomed area of expertise.**
  If you are primarily concerned with engineering factors and functionality, you need to appreciate the benefits of a broader design context. If you are a designer, you need to willingly and openly use the flexibility necessary to achieve a balanced outcome of technical functionality, environment and aesthetics. And, if you are primarily concerned with planning, landscape architecture, or the environment you

need to respect the legitimate constraints of safety, mobility and legal liability issues of the design engineers on your team.

- **Participate in an open, iterative process.**
  Joint projects don't often proceed along clean, linear lines. Designs may need to change based on the emerging interests of the community, as well as changing national and state policies. New information, opportunities, and constraints may dictate a different set of project parameters. Political realities may cloud the best of design intentions. In other words, joint projects can be messy and complicated. It's important that you enter into one of these projects understanding that you will need patience, the ability to actively and openly listen, and the ability to change gears if needed.

Strategies for Success

In addition to these broad guidelines, there are a number of specific techniques your team can use to negotiate successfully through the design and approval process.

- **Articulate broad interests, and use the full team to help you get there.**

- **Articulate broad interests.**
- **Pull apart difficult problems.**
- **Be willing to negotiate.**
- **Achieve high document quality.**
- **Commit to prompt review and response.**
- **Document decisions and agreements.**

  The WSDOT can be a better partner to local communities if the conversation begins with: "This is what we want to achieve" rather than "this is what we want to do." A conversation that begins with "we want to plant street trees " is not likely to be as productive as "we want to achieve traffic calming and a greener environment in our downtown core." A WSDOT example might be: "we want to achieve traffic flow that will improve driver safety." Starting with the broadest possible visions (which you developed during your early team meetings) can be helpful in using all of your team members to contribute ideas for achieving a unified vision.

- **Pull apart difficult problems and deal with them individually.**
  Given the complexity of joint projects, differences of opinion on a myriad of design issues can often seem overwhelming. Remember that as a team you anticipated possible barriers and hurdles right at the outset of the project, so when obstacles do come up they should not be a total surprise. On the other hand, it can be extremely difficult to actually achieve design solutions that meet the needs of all parties. Rather than deal with all of your differences in one big bundle, it's important to separate them into manageable design segments, pull them apart, and work through them one by one. If necessary, bring back the experts who assisted with the early project discussions. These individuals might provide just enough outside neutral perspective to help you untie the knot in your design disagreement.

- **Be willing to negotiate trade-offs.**
  The most difficult role to play on the project team is undoubtedly the WSDOT Region or Headquarters engineer who must ultimately work through, and approve, the project's design. On the one hand, there is a need to respect the role of design guidelines in development of a project. On the other hand, there is a need to balance application of these guidelines with other project elements, which may require deviations from the design manual. It is not an easy task.

As more experience is being gained in community partnership projects, it has become clear that design engineers on these projects have found the need to operate with more flexibility than they have in the past. They also need to be able to use their best professional judgment to weigh the trade-offs inherent in urban planning and design. Where possible, design engineers need to apply a 'reasonableness" standard that ensures safety and mobility, and, at the same time, accomplishes the goals of the local community.

The ability to walk this fine line comes only through experience, education, and changing organizational cultures at both the WSDOT and local jurisdictions. If you are a design or project engineer and are new to this kind of work, take the time to acquire information about projects where these trade-offs have been necessary, and learn from your peers who have successfully negotiated through these kinds of projects. You can get a start on this by reading the case studies that are included in this *Guidebook* in Chapter Seven.

Finally, a willingness to seek trade-offs must also be supported by the organizational cultural changes at both the WSDOT and the local level. As project team members – and the primary project advocates – you need to point out to each other when you are operating within the strict bounds of your culture, limiting yourselves to "going by the books" rather than "thinking outside of the box." Cultural change has to be supported by the organization as a whole, but it also happens one person, and one project, at a time.

- **Make certain you are achieving the document quality necessary for successful review.**

  Team members need to work together closely to ensure that the expectations for document quality are clearly communicated. Training programs on document expectations are offered by the WSDOT. These expectations are clearly articulated in the *2001 Environmental Procedures Manual*, which is updated and published by the WSDOT on an annual basis. Individual WSDOT Regions have also developed a variety of checklists and review tools to assist with project documentation. Work closely with the local programs engineer and project engineer to use all of the available aids to prepare thorough and quality documentation and designs. The WSDOT staff will have to assist other agency staff to identify the required review forms and checklists.

  Again, clear communication is the primary factor for success related to document quality. If you are serving on the team as a WSDOT representative, you need to articulate to the local jurisdiction what you are looking for in terms of submittal documents. Then, if they do not meet your expectations, you need to be prepared to convey specifically what it is about the document that needs to be changed before the submittal will be approved. The WSDOT project manager should review the requested changes to understand if there is a conflict with the requested design guideline or design change and the project goals, objectives, and constraints. Inconsistencies should be resolved with the project team, and communicated to the reviewer by the WSDOT project manager before the next review.

Clarity on expectations, strong communication, and a high level of document quality can go a long way toward alleviating project delays, frustration, and cost overruns.

- **Make a commitment to prompt review and response.**

Virtually all local projects do have finite budgets, and these budgets can be stretched to the breaking point when there are delays related to design review and approval.

Virtually all local projects do have finite budgets, and these budgets can be stretched to the breaking point when there are delays related to design review and approval. As a team member, it is your job to ensure the WSDOT and Local Agencies review projects in a timeframe that allows the project to ultimately be completed within the specified funding allowed. All members of the team need to understand when and how this review will take place and be willing to live by this process. Local Agencies should not shop for the "best answer" within the WSDOT. And, if there are going to be delays, the reasons and timeframe for those delays should be clearly communicated. Common courtesy dictates that this be the case, but beyond this is the need to move projects ahead without going beyond the budget.

- **Maintain documentation of all decisions and agreements made along the way.**

At some point the project could move to another area within the WSDOT or the local agency that has not yet had any connection with the project. This is especially true when the project approval process leaves the regional WSDOT office and is transferred to the Headquarters office. Design decisions can then be "undone" if the approval authority is not aware of the rationale for decision-making up to this point. To avoid this, bring these players into the process early. This is also an area in which the project advocate, or team leader, should be taking a strong role. The "Project Decision Guidelines" that you developed earlier as a team should also accompany your project as it leaves the local level and travels to Olympia.

It is the team leader's job to ensure that the project, its associated teamwork, and all related decisions are clearly communicated throughout the WSDOT.

Major Milestones in the Design Process

When the design team has been assembled for the project, there should be a meeting of the project and agency representatives to summarize the project goals, schedule, the project guidelines to be used, prior project commitments, a summary of the process to get to an approved Channelization/Intersection Plan for Approval (including deviations) and the conflict resolution process. The culmination of this work is the 30% design level. Updates on schedule, and scope changes should be communicated, including project schedules and scope, changes in agency standards and any changes in the areas outlined in the project initiation meeting. Consistent and regular communication is essential for success of the project. On lengthy projects, this is especially essential because of the changes in personnel, design guidelines and policies that occur over time.

Projects are required to submit either an "Intersection Plan for Approval", or a "Channelization Plan for Approval" at the 30 percent design level. The submittal and review process for either plan varies by region. The WSDOT representative on the project management team should attach the *Project Decision Guidelines* (sample located in Chapter One) with the Intersection Plan. And, the WSDOT project advocate should brief reviewers. This will allow potential deviations, resulting from project constraints, to be known by reviewers. The team communication concepts presented in these *Recommended Best Practices* should smooth the way for this process, and it will be up to the WSDOT project advocate (or project office) to manage the interaction between the project team and the WSDOT reviewers.

As with all major milestones for project approval there are delays caused by both sides during the process. The delays occur for a variety of reasons, in addition to the delay caused by competing objectives that influence on the design. Delays could include inconsistent and incomplete reviews by WSDOT, and poor quality of the submittals from local agencies. Ultimately the goal is that all parties involved in the review process are provided the means to succeed and uphold their individual responsibilities for completing accurate and timely work.

If You Reach An Impasse: The Route To Dispute Resolution

If you've done a good job of setting up your team and if you have clearly communicated and worked collaboratively throughout the project, you should be able to avoid the kinds of disputes that ultimately cause a breakdown in the project. Sometimes, however, it's simply impossible to avoid a complete breakdown in project communication, and the team finds itself at an impasse.

If this has become the case on your project, recognize it for what it is and take steps to rectify the situation immediately. The most important first step is to bring in a neutral mediator/facilitator to help you work through the differences. This is a time when you absolutely do need outside assistance; team members cannot do this on their own. Once on board, a professional mediator will take a series of prescribed steps to begin to resolve the dispute. This involves interviewing all team members to fully understand the dispute,

identifying mutual interests rather than positions, reconfirming the project goals, and creating a plan of action for working through and resolving each disputed issue. Again, if it appears that your team is breaking down to the point where it simply can't agree on how to move the project forward, it is important to hire this outside assistance right away rather than continue to plug along in an ineffective – and ultimately destructive – manner.

Need more help?

"Managing Public Disputes" by Susan Carpenter is an excellent resource, not only for team disputes but also for broader conflicts within the community.

WA Department of Personnel Training, "Moving from Conflict to Collaboration" by Zenger Miller is another good resource.

"Master Change, Moving from Resistance to Commitment" by Eric Allenburt, 1999 would be helpful as well.

Sources available to use as a reference for other design guidelines, including:

- *A Policy on Geometric Design of Highways and Streets*, 2001, Fourth Edition, American Association of State Highway and Transportation Officials (AASHTO).
- *Flexibility in Highway Design*, publication number FHWA-PD-97-062, U.S. Department of Transportation, Federal Highway Administration.

For a good visual presentation of street design concepts for livable communities, refer to:

- *Main Street…when a highway runs through it: A handbook for Oregon Communities*, November 1999, Oregon Department of Transportation and the Oregon Department of Land Conservation and Development.
- The State of Maryland also has a useful guidebook entitled *When Main Street is a State Highway*, 2001, Maryland Department of Transportation, www.marylandroads.com.

The WSDOT's Design Office has a website that includes the design manual, ongoing updates to that manual and other information of interest to project teams. To access the website, go to:

www.wsdot.wa.gov/eesc/design/policy/index.htm

Another website with good community value publications is at:

www.fhwa.dot.gov/csd/pubs.htm

Chapter Four

Building your Project

- **Clarify roles and responsibilities**
- **Start with a "pre-construction" meeting**
- **Use a master contract**
- **Provide early – and constant – notification to impacted community**
- **Maintain teamwork**

Now that all of the design, review, and approvals have been successfully cleared, it's time to go to construction. All projects are different, and there's no one definitive "right way" to build a project. However, there are some guidelines that will help you manage your construction effort as effectively as possible.

➢ **Clarify roles and responsibilities.**

Who's actually the "general contractor" on the project? Make sure this is clear, and that the authority to actually serve in this role has been designated to the appropriate team member. If the WSDOT is serving as a consultant or contract to the local jurisdiction on the project, it needs to be very clear what the WSDOT's role is, who from the WSDOT will be working on the project, the rates they will be charging, and the tasks they will perform.

➢ **Start with a "pre-construction" meeting to fully detail the kind of work that will take place, its sequence, and any contracting specifications.**

An early meeting of this sort gives everyone a very clear sense, up front, of what the project will entail and how it will need to be managed in order to be successful. Preconstruction means that you try to identify all of the contractor needs, tasks, and a sequence for your construction activities.

➢ **Use a master contract for maximum flexibility.**

A large "master contract" gives the local jurisdiction the flexibility it needs to use both general and sub-contractors as effectively as possible. This provides the flexibility to move funding when and where necessary to get the job done.

➢ **Early – and constant – notification to the impacted community is key to survival and success during construction.**

If you thought public involvement was tough during the visioning process, just wait until streets are being torn up and construction noise is in abundance! Give early and ample warning to the community on what they can expect during construction. Update these materials frequently. Traffic management plans are also crucial at this stage.

➢ **Maintain teamwork.**

By now you should be old hands at working together but pressures can mount and the team can get tense. You'll need to pay particular attention to your "teamwork" during the construction period.

Chapter Five

Evaluating, Adjusting, and Improving

> ***On course doesn't mean perfect. On course means that even when things don't go perfectly, you are still going in the right direction***
>
> ***Charles Garfield***

Most teams – and projects – run into hurdles along the way. The point is to learn from those hurdles to improve the process and to keep the project moving. This is likely to be a long-term relationship; very few projects are accomplished in a few months. Most take years. It's important that the team evaluate themselves frequently to highlight where there may be difficulties and to make the adjustments necessary to keep the team, and the project, on track.

Two sample evaluation forms are included in this chapter. One occurs every six months, and the other takes place at the end of the project. Out of all of the functions you are performing together, this is probably the single most important task to complete. If your process is fundamentally not working, then you need to identify where you have problems and work to correct them. If all is going well and you are being successful, then you also need to celebrate this fact and highlight your successes together.

Beyond teamwork, it's important to evaluate the results of the physical project itself. For example, have crashes increased or decreased, did speeds drop, did capacity drop, were there positive business and social impacts as intended. These aspects are included on the sample evaluation forms.

Figure 7: Sample Six Month Evaluation Form

SIX-MONTH EVALUATION

Our Team's Process

_____ has served as our team leader for the past six months.

_____ has performed particularly well in the following areas:

_____ could help our team function more effectively by:

We agreed to a number of operating parameters (meeting schedule, facilitation, definition of consensus) when we began our project together.

_____ In general, we have followed those parameters and they are working well for us.

_____ We have not followed those parameters and/or they have proven to be ineffective for us. Here's what we need to do to readjust and improve our process:

Our team agreed to a number of other parameters for our work. An evaluation of those parameters includes:

We have/have not held ourselves accountable to each other and have been responsive to every team members needs. Here's how we can improve our accountability to each other:

We have/have not communicated openly about all aspects of the project. Here's how communication could be improved:

We have/have not worked collaboratively through this process. Here's what's getting in the way of our collaboration:

We have/have not successfully resolved our disputes. Here's what's getting in the way of solving our disputes:

We have/have not provided to timely review of all work associated with the project. When there have been delays, we have/have not clearly articulated the reasons for those delays. Here's what we could do to improve in this area:

We have/have not documented all decisions milestones reached on the project. Here's what's getting in the way of that documentation:

Our Project

Our project is/is not moving down the right track toward successful completion. We are/are not meeting the multiple goals and objectives of all of the project's partners.

Here's what's getting in the way of meeting those objectives:

Here's how we could get our project back on the right track:

This project simply cannot meet the goals and objectives we identified in our team agreement. Here's what we need to do to adjust either the project or our expectations for it:

Figure 8: Sample End of Project Evaluation Form

END-OF-PROJECT EVALUATION

Our Project

_____ Our project worked successfully. We achieved all of the goals and priorities of the project partners.

_____ Our project did not work successfully. We were not able to meet all of the goals and priorities of our project partners. Here are the reasons why we were unable to do so:

The lessons to be learned from this project include:

The Public

_____ We worked successfully with the public throughout this project. Here are the factors that contributed to our success:

_____We were not able to work successfully with the public throughout this project. Here are the things that got in the way of our success:

Here are the lessons learned from this experience:

Our Team

Our team was able to work together effectively on this project. We followed our operating agreement and it served us well. We were a successful team.

Our team was not able to work together effectively on this project. We did not follow our operating agreement. We were not a successful team. Here's what got in the way.

Lessons learned for us, as a team, include:

Our Results

Our project is working as it should. We have:
_____ Decreased congestion.
_____ Created greater pedestrian access.
_____ Increased mobility.

Our Project is not working as it should. Problem areas include:

We intend to rectify these problems by:

Chapter Seven

WSDOT/Local Agency Partnership in Community-Based Transportation Design: Case Studies

The cooperative effort involved in community-based transportation design has inspired innovation and creativity in numerous locales in Washington State. The experience gained and lessons learned in these efforts can serve as examples for other partnership projects around the state. With each partnership project, the processes involved will be adjusted and developed as a toolbox for future partnership efforts.

The following case studies are examples of successful multi-jurisdictional partnership efforts in Washington State. These projects were not developed based on a pre-determined template, but grew from the needs of the partners involved. The case studies are snapshots of community-based design projects at different stages of project development for three types of highway environments:

- Suburban/Major Arterial
- Small Town/State Highway
- Rural Corridor

Case Study 1:
Integrating an Arterial State Highway with the Community Vision – Covington

The Project:
SR 516, 168th Avenue SE to SE Wax Road
Location: Covington
Type of Project: Safety & capacity improvement
Existing Traffic Volume: 29,900 Average Daily Traffic (ADT)
2020 Projected Traffic Volume: 32,800 ADT
Posted Speed: 35 Miles Per Hour (MPH)
Adjacent Land Use: Commercial (office buildings, retail, grocery stores, fast food restaurants, general services)
Project Development Phase: Construction completed

The Players:
WSDOT
City of Covington
King County
Transportation Improvement Board
Puget Sound Regional Council
Puget Sound Energy
Local Improvement District
US Postal Service

Fred Meyer
Other Local Developers
City of Kent

The Challenges:
Conflicting vehicle turning movements across lanes
Need to provide sufficient access for businesses to operate
Need for pedestrian-friendly features to improve non-motorized environment
Desire for improved through capacity
Desire to use existing number of lanes to highest efficiency
Need to maintain adequate emergency vehicle access and throughput

The existing two-way left turn lane was excavated and replaced with a landscaped median (below), providing for better traffic flow and improved aesthetics.

The Process:
This project was originally identified by WSDOT as a safety project in 1997 and scoped to construct a raised curb for access control. Design was scheduled to begin in 1998 with construction anticipated in 1998/9. The City of Covington identified the need for a new traffic signal at 172nd Ave SE in 1998 to improve both access to adjacent undeveloped commercial land to the north and address safety problems as evidenced by the high accident rate at that intersection. The City of Covington and WSDOT merged the two projects together and were able to obtain a Transportation Improvement Board (TIB) grant for the traffic signal and roadway improvements north of SR516. They then received an a Hazard Elimination Safety (HES) grant to augment the TIB grant and WSDOT funding for the traffic signal and access control work. In addition, the community obtained a Transportation Efficiency Act (TEA)-21 enhancement/Congestion Mitigation Air Quality (CMAQ) grant for landscaping, decorative crosswalks and traffic signal interconnect improvements.

The public involvement process included several open houses hosted by both WSDOT and the City between 1998 and 2001. The City and WSDOT distributed flyers to businesses along the corridor. Covington also published a few special project newsletters/flyers and included regular project updates in the City newsletter as well as regularly scheduled open house public meetings. The consultant developed a website and updated it regularly with current project status information.

The Solutions:
The following design elements were incorporated to help achieve the goals identified for this project:

- Elimination of continuous two-way left turn lanes
- Additional traffic signal and interconnected the traffic signal systems

- U-turn locations
- Landscaped medians
- Access control
- Decorative textured crosswalks
- Pedestrian-scale lighting on side streets
- Wide sidewalks (8') and planting strips on side streets
- Utilities moved underground

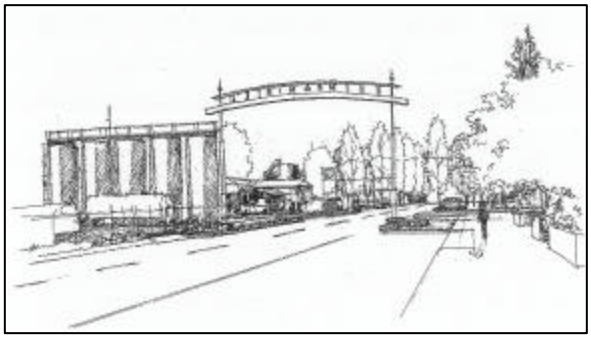
The City of Covington used colored, textured pavement for crosswalks and pedestrian-scale lighting and landscaping on side streets (below).

Lessons Learned:

It took time to build a working level of trust among all stakeholders, but was well worth the effort. There was a lot of interaction with stakeholders individually, but the project team recommends meeting with stakeholders as a group more often. They also recommend that WSDOT should appoint a single point of contact to shepherd the project through the development process.

Case Study 2:
State Highway meets Small Town – Bingen

The Project:
SR 14, from Mile Post (MP) 65.13 to MP 66.76
Location: Town of Bingen
Type of Project: Rural/Urban Mobility
Traffic Volume: 8,000 ADT (existing); 11,900 ADT for 2021 design year
Posted Speed: 40 MPH in rural section; 25 MPH in urban section
Adjacent Land Use: Agricultural, light industrial, commercial, and residential
Access Control: None
Project Development Phase: Planning completed



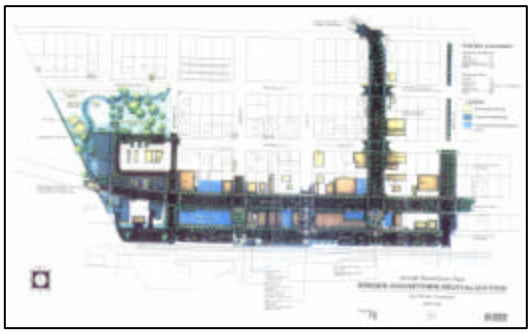
The community of Bingen's plans call for notable "gateway" treatments, including arches heralding the entry into town.

The Players:
WSDOT
Town of Bingen
Transportation Improvement Board
City of White Salmon
Klickitat County

The Challenges:
Two-lane roadway with narrow shoulders
Diagonal parking on both sides of road in downtown section.

The Process:
This project was originally identified as a pavement preservation project by WSDOT in 1998. In 1999, the town of Bingen received a grant to revitalize the downtown through Bingen. Bingen and WSDOT partnered together to include the revitalization elements into the WSDOT paving project.

Public involvement was initiated by the Town of Bingen and took the form of a downtown revitalization plan that was developed by a consulting firm through the use of design "charrettes". Design charrettes are meetings to resolve a problem or issue within a specified time (usually 1 – 3 days), focusing on allowing stakeholders to integrate concepts and ideas into a streetscape or urban design setting. WSDOT continued involving the public by hosting project update/progress open houses and public meetings to gather input for the staging of the project.



The Bingen Downtown Revitalization Plan calls for landscaping improvements and public plazas with fountains, outdoor dining, and interpretive exhibits.

The Solutions:
The following design elements were developed to achieve the goals identified for this project:

- Shoulders were widened to 6 feet
- Left-turn lanes and right-turn pockets were added to facilitate traffic movement through town
- Street trees and planting strips were added in the downtown area
- Pedestrian bulb-outs and wider-than-standard sidewalks were installed through the downtown corridor to encourage pedestrian activity
- Utilities were placed underground through the town's core area
- Concrete pavers, street furniture, and special light standards were added to improve the aesthetic qualities of the downtown corridor

Lessons Learned:
The project team recommends that WSDOT be more involved in the early community visioning process to minimize outcomes that don't achieve acceptable design standards. They also recommend obtaining early buy-off on design concepts, establishing cut-off dates for design decisions, getting community decision makers involved from the project start, and lots of communication.

Case Study 3:
State Highway within a Scenic Area – The Columbia Gorge

The Project:
SR 14, from MP 18 to MP 61
Columbia River Gorge National Scenic Area
Type of Project: Corridor Management Plan
Project Development Phase: Corridor plan completed/some components constructed

The State Route (SR) 14 Corridor Management Plan completes a four-year multi-agency effort to define and guide highway improvements projects through the Columbia River Gorge National Scenic Area (CRGNSA). The SR 14 Corridor Management Plan (CMP) consists of three independent reports, plus appendices, all bound in one document.

Together they represent the SR 14 Corridor Management Plan: The SR 14 Strategy, the Route Development Plan, and the Design Guidelines.

As projects identified in the Route Development Plan receive funding, they follow an individual project development process. The individual project development process develops and refines design details of projects, as necessary for their completion. There are 6 key steps in the individual project development process. This process provides all the Memorandum Of Understanding (MOU) signatories opportunity for project development and approval.

View of the Columbia Gorge from the south, looking to the northeast. The Columbia River crosses the Cascade mountain range via the Gorge, known for its panoramic vistas and rugged topography.

The case study presented here highlights one of the projects completed from the Corridor Management Plan, which used unique signage to establish a consistent feel and sense of "place" for the corridor.

The Players:
USDA Forest Service
Columbia River Gorge Commission
Klickitat County Transportation Policy Committee
Skamania County Transportation Policy Committee
Southwest Washington Regional Transportation Council
WSDOT

The Challenges:
Two-lane Rural Principal Arterial Highway and Bicycle Touring route
Traffic Volume: 4047 ADT
Speed: Varies from 25 MPH to 55 MPH
Adjacent Land Use: Rural, designated National Scenic Area
Access Control: Limited Access

The Process:
This project was originally identified within a corridor management plan for the SR 14 Columbia River Gorge corridor. A Memorandum of Understanding to guide the development of the SR 14 Corridor Strategy and Action Plan and the management of the highway was signed by the steering committee on August 3, 1993. The committee met monthly throughout the development of the corridor management plan. The steering committee included: WSDOT, Southwest Washington Regional Transportation Council, Skamania County Transportation Policy Organization, Klickitat County Transportation Policy Committee, the Columbia River Gorge Commission, and USDA Forest Service.

Public meetings were held on each aspect of the study. As work progressed, the project team reached out to three key audiences:

- Steering Committee members
- Citizens and groups who have expressed an interest in the project
- General public

The Solutions:
A principle challenge for the SR 14 Strategy was setting a long-term direction for corridor improvements that addressed important safety and socio-economic needs while protecting the highway's rural character.

Unique signage has been developed to establish a consistent feel and sense of "place" for the SR 14 corridor.

A unified and coordinated approach to signs was determined to be one of the most important elements in maintaining an identity for SR 14 though the Gorge. Signs are the most visible and frequent man-made structures that drivers see. Recognizing SR 14 through the Gorge as a unique entity, the cooperating managing agencies developed a unified sign system as the standard for all scenic area information signs along public roads in the National Scenic Area.

Main entry signs and geographic interest signs for Columbia River Gorge National Scenic Area were placed through a grant received by the USDA Forest Service Scenic Area engineer from the Federal Highway Administration. Future signs will be provided by WSDOT. All traffic control signs occurring along the SR 14 mainline are to conform to Manual of Uniform Traffic Control Devices (MUTCD) and WSDOT sign standards as well as the design criteria developed in the corridor plan. The sign guidelines in the corridor plan require all new sign backs and metal sign posts treated or lightly painted with a dark, natural or earth-tone color to eliminate glare.

Lessons Learned:
The Corridor Management Plan outlines a process on how to proceed with future projects within the Scenic Area. The team recommends that future similar efforts would benefit from implementing a communication strategy to disseminate information about the existence of the plan to all parties who would potentially be working on projects in the corridor.

Chapter Eight

Tools and Resources

This chapter includes guidelines that could be helpful to you. They include:

A matrix of joint project types.

Guidelines for Channelization Plan Review

A map of Washington State's Metropolitan Planning Organizations.

Need more help?

Association of Washington Cities, Transportation Project at 360-753-4137

County Road Administration Board (CRAB) at 360-753-4137

Washington Association of Counties at 360-753-1886

Municipal Research Center at 206-625-1300

Washington Office of Community Development at 360-725-2800

Washington Trade & Economic Development at 360-725-4000

And one more website: www.wsdot.wa.gov/ta/staff

Project Partnerships by Type

Note: Joint funding of projects can be a complicated arrangement. Funding sources often come with restrictions on the use of the funds, environmental process requirements, applicable standards and approvals, and project timing. All of these issues need to be understood by the project partners to manage a joint project.

PROJECT TYPE	PROJECT DESCRIPTION	PROJECT EXAMPLES	PROCESS	DESIGN GUIDELINES	PROJECT INITIATION
Limited Access Facilities – Interstate	**Projects within the right-of-way of a limited access facility.** **Projects may also occur within the limited access right-of-way limit line and include modifications to a ramp terminal or intersection of a city street intersection.**	**HOV Direct Access Interchanges and new freeway access. Project partners are cities, counties, and transit agencies.**	**(1) New and Reconstruction projects such as HOV Direct Access: WSDOT design guidances and WSDOT Headquarters approval for all design within the Interstate right-of-way, then FHWA approval with NEPA documentation. (2) all other type projects such as modification of a ramp terminal: WSDOT design standards and WSDOT Region approval for all design within the Interstate right-of-way.**	**WSDOT Design Manual applies to all streets within limited access that will remain under WSDOT's jurisdiction. City or county standards (LAG/AASHTO) may apply to those areas that will be ultimately under the jurisdiction of the city or county and are outside of limited access. Deviations from WSDOT Design Manual on new and reconstruction projects are approved by WSDOT Headquarters and FHWA. Deviations from city or county standards are approved by WSDOT's Highway and Local Programs.**	**Typically through regional planning process. WSDOT contact determined at the region.**

PROJECT TYPE	PROJECT DESCRIPTION	PROJECT EXAMPLES	PROCESS	DESIGN GUIDELINES	PROJECT INITIATION
Limited Access Facilities – State Highways	Projects may occur within the right-of-way of a limited access facility that is a state highway, but non-interstate. If federal funds are involved or anticipated the environmental and right of way process must follow the federal rules. Project may occur within the limited access right-of-way limit line and include modifications to a ramp terminal or intersection of a city street intersection.	Interchange modifications, added capacity, grade separation for railroad crossings or modification on city streets at ramp terminals. Project Partners are cities, counties, transit agencies, and sometimes railroads.	If WSDOT is the lead agency, the federal process is usually followed with NEPA documentation. WSDOT design standards and WSDOT Headquarters approval for all design within the Interstate right-of-way	WSDOT Design Manual applies to all streets within limited access that will remain under WSDOT's jurisdiction. City or county standards (LAG/AASHTO) may apply to those areas that will be ultimately under the jurisdiction of the city or county and are outside of limited access. Deviations for NHS highways are approved by WSDOT Headquarters. Deviations for non-NHS highways are approved by WSDOT Regions. Deviations from city or county standards are approved by WSDOT's Highway and Local Programs.	Initiated by WSDOT or other agency. Partnerships likely formed during funding stage. Typically through regional planning process. WSDOT contact determined at the region.

PROJECT TYPE	PROJECT DESCRIPTION	PROJECT EXAMPLES	PROCESS	DESIGN GUIDELINES	PROJECT INITIATION
National HighwaySystem (NHS)/State Highway	Most of the NHS routes in Washington state are also state highways, so joint projects on the NHS could be any type of state highway project.	Freight Action Strategy (FAST) Corridor projects. The SR-519, Royal Brougham South Phase II railroad crossing, and the SR-167 corridor improvements in Pierce County are project examples. Partnerships likely formed during funding stage.	Initiated by WSDOT or other agency. If WSDOT is the lead agency, the federal process is usually followed. These types of project are not subject to FHWA approval, unless federal funds are involved. If federal funds are involved or anticipated, the environmental and right of way process must follow the federal rules and construction materials testing must be done by certified testers.	WSDOT design manual applies to the state highway. Deviations are approved by WSDOT Headquarters. Deviations from city or county standards are approved by WSDOT's Highway and Local Programs.	Projects may be initiated by WSDOT, City, County, or regional planning. For locally initiated projects on state highways, WSDOT is invited to attend planning meetings for early coordination with local agencies. WSDOT contact (planning): _____ Highways and Local Programs Engineer at the Region.
Non-NHS State Highway	Same as NHS state highways.				
State Highways – Unincorporated areas and RTPOs	Projects on state routes in rural areas, lead by WSDOT. The project is coordinated through the RTPO. Projects receive funding through the WSDOT budget. Other project partners may also provide funding.	Rural safety and pavement rehabilitation projects. Street improvement projects in areas under 22,500 in population.	WSDOT lead on design and approvals. Typically SEPA documentation, but could choose to do NEPA if there is a potential for federal funds.	WSDOT standards applied. Modified design standards may be applied. Deviations are discussed with the project team and approved by WSDOT Headquarters.	Initiated by WSDOT or other agency. Partnerships likely formed during funding stage, if joint funding, or during preliminary design and environmental documentation. WSDOT contact: Highways and Local Programs Engineer at the Region.

PROJECT TYPE	PROJECT DESCRIPTION	PROJECT EXAMPLES	PROCESS	DESIGN GUIDELINES	PROJECT INITIATION
State Highways – Cities under 22,500 population	Same as unincorporated areas.				
State Highways – Cities over 22,500 population	The WSDOT or the City may lead projects on state routes in urban areas. WSDOT initiated projects are funded through the WSDOT budget and may include other agency funding.	Arterial redevelopment for safety, capacity, pedestrian and bicycle facility improvements, and urban renewal. Other examples may include a transit speed and reliability improvement project.	The city operates the street and WSDOT is the owner. Typically SEPA documentation, unless there is federal funding.	WSDOT design manual applied. Modified design standards may be applied. Deviations are discussed with the project team and approved by WSDOT Region	Projects may be initiated by the City, and included in the state's program. For Cities within a Metropolitan Planning Organization (MPO) the project planning and prioritization is coordinated through the MPO. Projects with no WSDOT funding may be lead by the City. WSDOT contact: Highways and Local Programs Engineer at the Region.
City or County with TIB funding	Projects on City or County streets, typically arterials.	Arterial redevelopment for safety, capacity, pedestrian and bicycle facility improvements, and urban renewal. Other examples may include a transit speed and reliability improvement project.	City leads all aspects of the project, using the TIB grant. TIB approves the grant application, bid documents, and project management. Typically SEPA documentation.	City standards apply and/or AASHTO standards.	